

# **TASK ORDER**

**GSQ0016AJ0077**

## **Mission Modernization**

**in support of:**

### **United States Marshals Service (USMS) Information Technology Division (ITD)**



**Issued to:**

**Accenture Federal Services LLC.  
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**FEDSIM Project Number JU00752**

## **C.1 BACKGROUND**

In 1789, President George Washington appointed the first 13 United States (U.S.) Marshals following the passage of the Judiciary Act; these individuals were authorized to support the Federal courts within their judicial districts and to carry out all lawful orders issued by judges, Congress, or the president. Marshals and their Deputies served subpoenas, summonses, writs, warrants, and other process issued by the courts, made all the arrests, and handled all the prisoners. They also disbursed money and paid the fees and expenses of the court clerks, U.S. Attorneys, jurors, and witnesses. The first centralized supervision of the U.S. Marshals came in 1870 with the establishment of the Department of Justice (DOJ); however, it was not until 1956 that an Executive Office of U.S. Marshals was created. In 1969, the U.S. Marshals Service (USMS) was established as a headquarters organization and as a bureau within the DOJ.

A comprehensive Justice Detainee Information System (JDIS) program review was conducted in December 2012, which found that (1) system performance was very slow, (2) the custom developed source code was poorly documented, (3) system testing was inadequate, (4) system stability and up-time service level agreements were not being met, and (5) the obsolescence of certain system components (such as JBOSS) were creating security vulnerabilities that could not be mitigated without risking system failure. In April 2013 the USMS decided the cost and risks associated with rehabilitating JDIS were too great and that JDIS, along with most of the other legacy mission applications, no longer met mission needs. On October 1, 2013, JDIS development was halted. The only changes made subsequent to this JDIS ‘code freeze’ have been to apply system/security patches, resolve system bugs/defects, and implement congressionally mandated enhancements.

The USMS further decided that before any new IT system development efforts were initiated, a comprehensive agency-wide assessment of all operational business processes would be conducted to (1) document all ‘as-is’ processes, (2) identify the ‘pain points’ associated with how the agency conducts operations today, and (3) develop ‘to-be’ process maps describing how the USMS will conduct operations in the future.

To accomplish this business process reengineering effort, USMS operations were broken into four Lines of Business (LOB) (Figure 1-1). Each LOB is comprised of Mission Functions and under each Mission Function is a set of business processes.

Figure 1-1

USMS LINES OF BUSINESS (LOB)		
Prisoner Management LOB	Investigations LOB	Security Management LOB
<ul style="list-style-type: none"> <li>• Medical Management</li> <li>• Inspections</li> <li>• Intakes</li> <li>• Custodies</li> <li>• Designations</li> <li>• Transportation</li> <li>• Productions</li> <li>• IGA</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic &amp; International Investigations</li> <li>• Asset Forfeiture Financial Investigations</li> <li>• Sex Offender Investigations</li> <li>• Protective Investigations</li> <li>• Service of Process</li> <li>• Leads</li> <li>• Surveillance Operations</li> <li>• Victim/Witness Tracking</li> <li>• Management of NCIC Records</li> </ul>	<ul style="list-style-type: none"> <li>• Security Systems Management</li> <li>• Security/Detention Officer Management</li> <li>• Security/Detention Officer Funding Management</li> <li>• Protective Operations Management</li> </ul>
Crosscutting Functions LOB		
<ul style="list-style-type: none"> <li>• Subject Management</li> <li>• Facilities Management</li> <li>• Critical Incident Management</li> </ul>	<ul style="list-style-type: none"> <li>• Financial/Billing</li> <li>• Special Funding Requests</li> <li>• Data Analytics</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting</li> <li>• Digitization</li> <li>• Search</li> </ul>

See (Section J, Attachment DD) – for the descriptions of mission functions with associated measures.

This agency-wide business process analysis (BPA) effort began in June 2014. A diverse group of over 230 subject matter experts representing both USMS headquarters and district offices have participated thus far. As of January 1, 2016, the ‘as-is’ and ‘to-be’ business process mapping is 85 percent and 20 percent complete, respectively. The USMS currently expects to complete this BPA effort by December 31, 2016.

### C.1.1 AGENCY MISSION

The USMS receives direction from the Attorney General through the Director, USMS. Since its inception in 1789, the USMS continues to be our nation’s most versatile law enforcement agency.

Today, the primary mission of the USMS is to protect, defend and enforce the American justice system by providing security of Federal court facilities and the safety of judges and other court personnel; apprehending fugitives and non-compliant sex offenders; exercising custody of Federal prisoners and providing for their security and transportation from arrest to incarceration; assuring the safety of protected government witnesses and their families; executing Federal

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warrants and court orders; and managing seized assets acquired through illegal means and providing custody, management and disposal of forfeited assets.

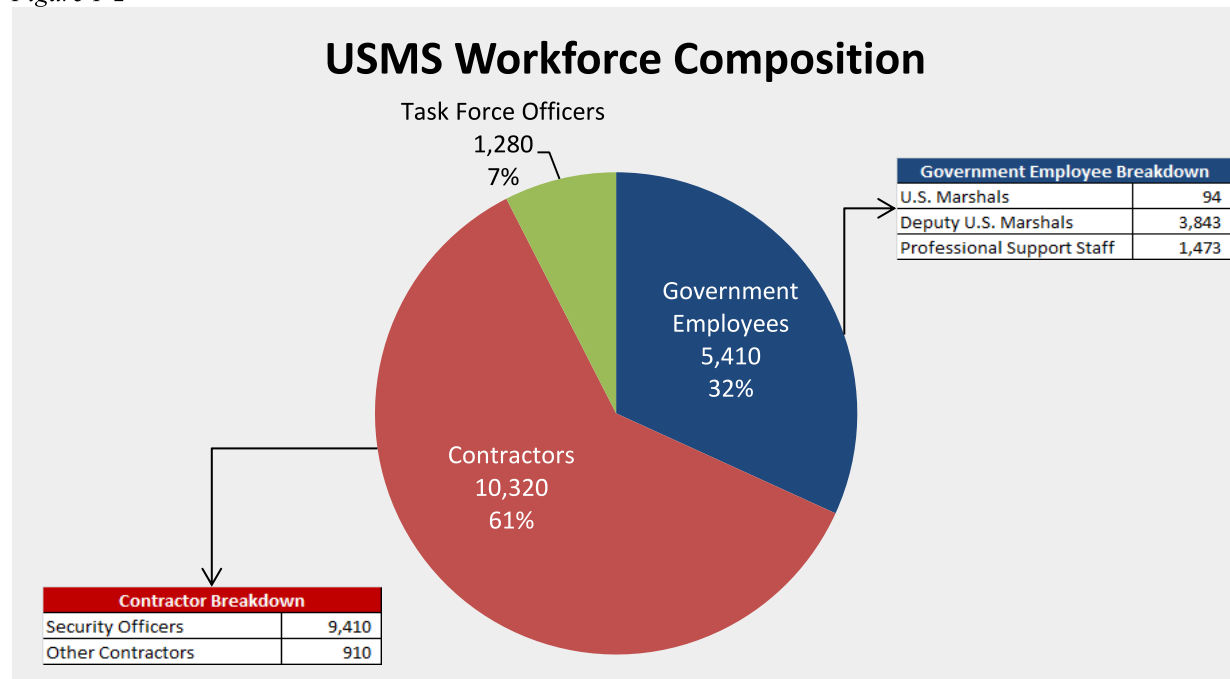
Key facts and figures for Fiscal Year 2014 include:

- a. Number of Federal court locations protected – 440
- b. Number of Federal judges and other court officials protected – 12,200
- c. Total fugitives arrested – 104,889
- d. Total warrants cleared – 129,957
- e. Average number of open Federal fugitive cases – 12,800
- f. Total fugitive extraditions, deportations, and expulsions – 883
- g. Average number of prisoners in USMS in custody each day – 55,330
- h. Total prisoners received – 203,699
- i. Total prisoner movements– 275,468 (96,985 by air and 178,483 by ground)

There are approximately 17,000 members of the USMS workforce. USMS employees, contractors, and task force officers currently work from 450 locations inside the continental United States (CONUS) and 15 locations outside the continental United States (OCONUS) including Mexico, Jamaica, and the Dominican Republic.

The USMS workforce composition is as follows:

Figure 1-2



The USMS anticipates that the services provided through this TO will have approximately 8,300 total users. The user base will be a mix of government (USMS, DOJ, and other Federal, state, and local officials) and non-government (e.g., private jails) personnel.

### **C.1.2 USMS STRATEGIC GOALS**

The ‘*USMS Strategic Plan: 2012 -2018*’ sets forth six strategic goals:

- a. Protect the judicial process through the most effective and efficient means
- b. Strengthen the effectiveness of domestic and international investigations
- c. Optimize national detention operations with well-establish business practices that achieve cost effective, safe, secure, and human confinement and transportation
- d. Promote officer safety and provide effective support during domestic and international emergencies
- e. Ensure professionalism, accountability, and promote innovation
- f. Develop a strong and efficient operating infrastructure by modernizing business processes and systems

### **C.1.3 PURPOSE**

The purpose of this TO is to deliver and maintain an integrated Information Technology (IT) solution that enables USMS business processes while resolving current USMS challenges.

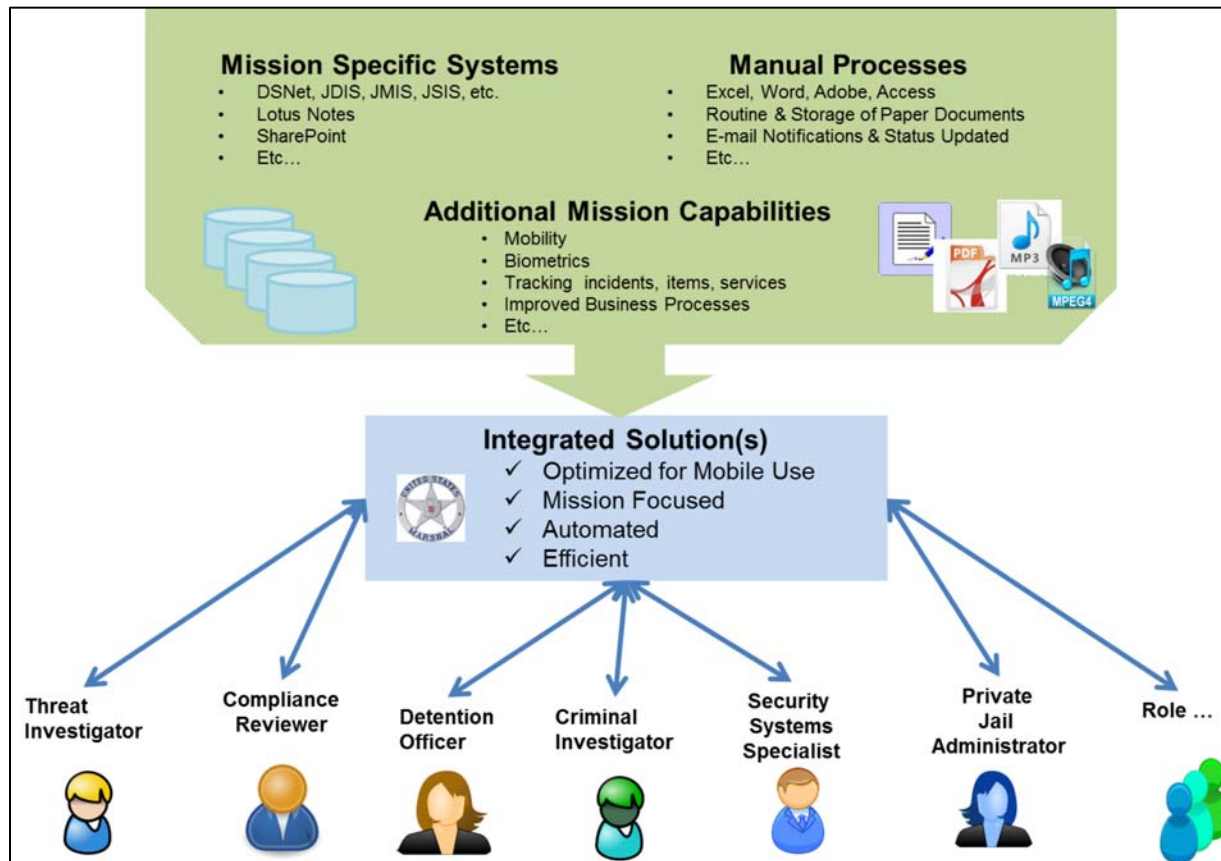
### **C.2 SCOPE**

The scope of this TO is to create a modern, integrated IT solution to enable all USMS business processes by replacing or enhancing legacy functionalities, applications, and analytical/reporting tools except for;

- a. those that directly support the Witness Security Program, and
- b. core enterprise human resource, financial management, and property management systems such as (e.g., UFMS, E2, WebTA, and PACES)

While the primary focus of this TO is to enable the USMS’ newly engineered operational business processes, the contractor’s proposed solution may also be leveraged to modernize and otherwise improve USMS administrative programs and business processes.

Figure 2-1



### C.3 CURRENT USMS INFORMATION TECHNOLOGY (IT) ENVIRONMENT

The USMS leverages DOJ's unclassified Justice Unified Telecommunications Network (JUTNET) wide area network (WAN) and hosts all IT services, systems, and applications on VMware-based virtual environments inside two DOJ data centers located in Virginia and Idaho.

USMS end users primarily utilize Dell desktop and laptop computers running Windows 7 and Internet Explorer 11. The USMS intends to migrate to Windows 10 by December 31, 2016.

Most USMS end users are issued iPhone 6 smartphones running the latest version of iOS. Approximately 800 Apple iPads are in use across the agency. Windows-based tablets were recently piloted and are expected to be approved for use in early 2016. The vast majority of USMS smartphones and non-Windows tablets are managed using the AirWatch Mobile Device Management (MDM) solution.

Additional detail about the USMS Infrastructure can be found in (Section J, Attachment OO), USMS Languages.

The following tables list the most significant legacy USMS mission applications and key interfaces (Figure 3-3). Those listed as "Primary Legacy Mission Applications" table (Figure 3-1) are the largest, most heavily used, and most critical to USMS mission. Those listed in the Task Order GSQ0016AJ0077-PS11

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“Secondary Legacy Mission Applications” table (Figure 3-2) are also utilized to accomplish the USMS mission, but have a smaller, narrower user base.

Figure 3-1

Primary Legacy Mission Applications	
<b>Justice Detainee Information System (JDIS)</b>	<b>Detention Services Network (DSNet)</b>
• Warrant Information Network (WIN) [Merged into JDIS in 2008]	• eDesignate
• Prisoner Tracking System (PTS) [Merged into JDIS in 2008]	• eMove
• Judicial Security Management and Reporting Tool (JSMART)	• Electronic Intergovernmental Agreement (eIGA)
	• Facility Review Management System (FRMS)
<b>JPATS Management Information System (JMIS)</b>	• Detention Facility Review Module (USM-218)
	• Electronic Prisoner Medical Request (ePMR)
<b>Business Intelligence and Enterprise Reporting (BIER)</b>	• Facility Search
	• Centralized Account Management Module (CAMM)

Figure 3-2

Secondary Legacy Mission Applications	
<b>SharePoint Applications</b>	<b>Other Custom Applications</b>
• Removals	• Judicial Security Information System (JSIS)
• JSD Document Management System	• TOD Mission Tracking
• JSD Office of Court Security (OCS) Officer Documentation Tracker	• Facility Search
• District Detention Management Reports	• TOG Air Surveillance Operations Tracking
• Prisoner Pharmacy Bill Certification	• TOG Special Deputations
• OMSU Medical Support Form Tracker	• NCIC Extract
• SIGINC Notify (USM 321)	• IOD National Sex Offender Tracking Center (NSOTC) Application
• AFFI (Financial Investigator)	• IOD Leads Tracking System
• ...and other SharePoint applications	• ...and other custom applications

Figure 3-3

Key Interfaces	
<b>Internal Interfaces (Systems hosted in USMS data centers)</b>	<b>External Interfaces (Systems hosted by other agencies)</b>
• Asset Tracking Location and Surveillance System (ATLASS)	• National Crime Information Center (NCIC)
• Marshals Service Communication Application Network (MSCAN)	• Justice Automated Booking Stations (JABS)
• In-House Reporting (IHR)	• BOP Sentry
• Multiple internal SharePoint applications	• Consolidated Asset Tracking System (CATS)
	• Unified Financial Management System (UFMS)
	• E2 Travel System
	• WebTA Time and Attendance System
	• National Finance Center (NFC) Payroll

### C.3.1 CURRENT USMS CHALLENGES

The diversity and complexity of the USMS mission requires its workforce to be highly mobile. Operational staff (Deputy U.S. Marshals, Task Force Officers, and others) spends far more time outside the office than in it. However, USMS legacy mission applications are highly immobile. Most applications cannot be easily accessed from mobile devices such as smartphones and tablets. This lack of mobile access to USMS data/systems significantly reduces workforce productivity and inhibits situational awareness, thereby reducing officer safety and security.

The USMS will finish deploying iPhones to the enterprise on January 31, 2016. Prior to that, more than 95 percent of the USMS workforce was issued basic Blackberry phones that had limited mapping capabilities, no ability to browse the internet, and no access to third-party or custom applications. The lack of access to third-party and custom applications substantially limits the ability of the USMS workforce to access and share information with other Federal,



tribal, state, and local law enforcement partners. Many USMS legacy mission applications are at or nearing end of life. Several of the largest, most mission-critical legacy applications:

- a. Utilize obsolete software which results both in technical risks and challenges in finding affordable yet experienced developers;
- b. Employ outdated and inefficient system architectures that create latency issues, result in poor system performance, and make datacenter failover events slow and risky;
- c. Exhibit security vulnerabilities that cannot be remediated without risking system failure;
- d. Were built using custom, poorly documented code which makes unit/regression testing difficult and application troubleshooting tedious.
- e. Lack the ability to store and/or associate multimedia (e.g. audio, video) files and other unstructured data (PDFs and other digital documents) with USMS case files.

Many operational business processes are still executed manually or via local, homegrown Microsoft Office and SharePoint solutions. This negatively impacts workforce productivity/efficiency and makes internal and external information sharing very difficult.

Examples of common manual activities include:

- a. Data tracked in Microsoft (MS) Excel spreadsheets or MS Access databases.
- b. Reports and documents created in MS Word or Excel.
- c. Activity approvals or status notifications occurring via e-mail.
- d. Document repositories on shared drives, local hard drives, or MS SharePoint.
- e. Routing of hard copy documents/files by hand.
- f. Storage of hard copy, paper files in file cabinets or vaults.
- g. Completion of forms by hand, including handwritten signatures.
- h. Completion of forms in MS SharePoint or MS InfoPath.
- i. Requesting information from internal and external sources via e-mail.

USMS data management practices are immature. Data policy/standards are established at the application level rather than at the agency level. This ‘siloe’d’ approach to data management creates competing data standards that cause data duplication and other data quality issues. This condition also complicates internal and external data sharing.

The enterprise data analytics and reporting environment (known internally as Business Intelligence Enterprise Reporting (BIER)) lacks the capacity and functionality (e.g., federated search and digitization) demanded by the USMS workforce. Limited availability of enterprise analytical tools forces USMS districts and divisions to purchase and stand up their own ‘siloe’d’ solutions. The lack of digitization and optical character recognition (OCR) hardware and software significantly reduce the discoverability of USMS data.

#### **C.4 DESIRED FUTURE STATE OF THE IT SOLUTION**

The contractor should leverage, to the maximum extent possible, modern practices and Commercial off-the-Shelf (COTS) technology to iteratively and incrementally develop and deploy an integrated IT solution over four to five years that meets the following requirements.

The solution shall be designed and developed, first and foremost, with the end-user’s experience in mind. The user interface shall have a common look and feel, but be configured in an intuitive way for each functional USMS role – providing easy access to the appropriate workflows, tools,



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reports, and data. The solution shall allow users some ability to personalize alerts and notifications. The user interface shall be designed in a way that is easy to use so as to reduce the need for system training. The solution shall grant access via a single sign-on capability that leverages Personal Identity Verification (PIV)-based two factor authentication for internal DOJ users and multifactor authentication for users external to DOJ.

The vast majority of the USMS workforce is mobile. As appropriate, the solution shall work as well from a mobile device (smartphone, tablet, etc.) in the field as it does from a desktop or laptop in the office. The solution should also be platform agnostic. While the USMS primarily utilizes windows and iOS devices (desktops, laptops, tablets, and smartphones) today, it may utilize other platforms in the future. USMS personnel perform some duties in rural locations that lack wireless service as well as in USMS locations where both USMS network and wireless internet connectivity are intentionally turned off. As such, the solution shall allow certain functions to be performed in an ‘offline’ or ‘disconnected’ mode and then synced back to the solution when network or internet connectivity becomes available.

Given the mission criticality of this USMS requirement, the solution must:

- a. Meet or exceed industry standards for system availability.
- b. Protect personally identifiable information (PII) and medical data from unauthorized disclosure to both internal and external parties.
- c. Secure certain data (e.g., grand jury, sex offender investigations, etc.) in a way that ensures it can be seen and accessed only by those with a “need to know.”
- d. Integrate seamlessly with all legacy applications and external partners.
- e. Remain available to users even during a COOP event such a manmade or natural disaster.

The solution shall allow data from USMS and selected external systems to be connected, aggregated, and cleaned to support data analytics and reporting needs without adversely impacting the performance of transactional systems/applications. The solution shall also provide the capability to visualize/overlay certain USMS and publicly available data on maps. The solution should leverage the USMS’ investment in SAP’s Business Intelligence Suite. This does not mean that the USMS’ SAP implementation cannot be improved upon. To the contrary, the contractor is encouraged to provide a solution that builds on, optimizes, or otherwise improves the USMS’ existing solution.

The contractor shall provide a hosting solution it deems most appropriate given Federal IT security requirements (note that JDIS is categorized as Federal Information Security Management Information Act (FISMA) – High). The USMS is open to an “on premise”, cloud, or hybrid hosting solution provided that it meets FISMA High requirements and is located within CONUS.

Due to rigid governance structures, diversity of mission, and the interconnectedness of the USMS environment, the USMS has yet to develop an enterprise-class IT solution using modern system development practices. Moving forward, the USMS has a strong preference for utilizing modern development methodologies including, but not limited to, Agile Scrum, Kanban, or Scaled Agile Framework (SAFe). Agile is a group of software development methods based on iterative and incremental development where requirements and solutions evolve through collaboration between cross-functional teams. Iterative development with incremental delivery is the most cost-effective way to develop new applications and major enhancements to existing

applications. It promotes adaptive planning, evolutionary development and delivery, a time-boxed iterative approach, and encourages rapid and flexible response to change. The contractor is highly encouraged to propose an Agile approach to incrementally deliver the solution. While the USMS is currently developing an Agile governance process, its goal is to allow the contractor to utilize its particular set of Agile practices and tools to the maximum extent possible. USMS will make every effort to introduce as few changes on the contractor's proposed process as possible.

## **C.5 OBJECTIVE**

The objective of this TO is to deliver and maintain an integrated IT solution (see Section C.4) that enables USMS business processes while resolving current USMS challenges (see Section C.3).

The solution shall be developed incrementally over four to five years. As each increment is deployed, the corresponding legacy systems, applications, tools, and/or business processes shall be retired.

## **C.6 TASKS**

- a. Task 1 – Task Order Program Management
- b. Task 2 – Systems Applications Development
- c. Task 3 – Data Analytics and Reporting Development
- d. Task 4 – Operations and Maintenance
- e. Task 5 – Transition-Out

### **C.6.1 TASK 1 PROVIDE TASK ORDER PROGRAM MANAGEMENT**

The contractor shall provide program management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this Performance Work Statement (PWS). The contractor shall identify a Program Manager (PM) by name that shall provide management, direction, administration, quality control, and leadership of the execution of this TO. The contractor shall also provide all design, development, and delivery of all training materials for this TO. The contractor shall schedule meetings and provide deliverables in accordance with Section F.

#### **C.6.1.1 SUBTASK 1-1 COORDINATE A PROGRAM KICK-OFF MEETING**

The contractor shall schedule and coordinate a Program Kick-Off Meeting at the location approved by the Government. The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include Key contractor personnel, representatives from the USMS ITD, other relevant Government personnel, and the Federal Systems Integration and Management Center (FEDSIM) Contracting Officer's Representative (COR). At the Kick-Off Meeting, the contractor shall provide a Program Kick-off Agenda that includes, at a minimum, the following topics/deliverables:

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- a. Points of contact (POCs) for all parties
- b. Staffing Plan and status
- c. Security discussion
- d. Invoicing considerations
- e. Transition discussion

All deliverables required to be provided to the Government at the Kick-Off Meeting are listed in Section F.

### **C.6.1.2 SUBTASK 1-2 PREPARES AND UPDATES A PROGRAM MANAGEMENT PLAN (PMP)**

The contractor shall document all support requirements in a PMP. The PMP shall:

- a. Describe the proposed management approach.
- b. Contain detailed Standard Operating Procedures (SOPs) as developed for all tasks.
- c. Include milestones, tasks, and subtasks required in this TO.
- d. Include a master schedule.
- e. Provide for an overall Work Breakdown Structure (WBS) and associated responsibilities and partnerships between or among Government organizations.
- f. Integrated with the contractor's Quality Control Plan (QCP) and Earned Value Management (EVM) Plan.
- g. Include quality assurance, risk management, configuration management, and communications management plans.

The contractor shall provide the Government with a draft PMP, on which the Government will make comments. The final PMP shall incorporate the Government's comments. The PMP will be updated as changes in the program occur. The document will be reviewed and updated as needed on an annual basis, at a minimum. The contractor shall conform to the latest Government approved version of the PMP.

### **C.6.1.3 SUBTASK 1-3 PREPARE MONTHLY STATUS REPORT(S) (MSR)**

The contractor PM shall develop and provide an MSR using Microsoft (MS) Office Suite applications, by the tenth of each month via electronic mail to the Technical Point of Contact (TPOC) and the COR. The MSR shall include:

- a. Activities during reporting period which shall include any on-going activities, newly started activities, activities completed and activities planned (30/60 day outlook); progress to date on all above mentioned activities; and cost and schedule performance for any activities requiring the use of EVM analysis.
- b. Summarize the impacts of any new software released, and the business value of the releases to USMS and/or the Government as a whole.
- c. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- d. Personnel gains, losses, vacancies (including durations of open billets), and status (e.g. Minimum Background Investigation).
- e. Training provided to current staff.

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- f. Government actions required.
- g. Aggregate cost expenditures for TO tasks and subtasks
- h. Summary of trips taken (e.g. conferences attended) (attach Trip Reports to the MSR for the reporting period).
- i. Summary of activities for reporting period by PWS task and subtask, to include incurred costs not billed.
- j. Performance of EVM projects.
- k. Significant High and Critical Program Risks Summary.
- l. Summary of Security Vulnerabilities and Trends by Application.
- m. Management status by task area
  - 1. Accomplishments
  - 2. Issues and risks
  - 3. Areas for improvement, efficiencies, or innovation
  - 4. Meetings
  - 5. Performance standards in danger of not being met and mitigation actions
- n. Monthly Service Level Agreement (SLA) scores, to include:
  - 1. Listing of all SLAs
  - 2. All data driving SLA measurements
  - 3. Detailed performance to each SLA metric
  - 4. Summary of Pass/Fail
  - 5. Provide trending of SLA compliance for the past four quarters

The Contractor shall submit a Monthly Financial Report (MFR) (See Section F), using MS Excel, that provides the USMS with a summary of contract spending (by CLIN and task) to include, at a minimum:

- a. Projected spending (current month, year-to-date)
- b. Actual spending ( current month, year-to-date, contract inception-to-date)
- c. Estimated Incurred (Accruals and in-process)
- d. Burn Rate & Staffing Rate
- e. Variances (dollar amount, percentage)
- f. Detailed break-down (labor categories, non-labor)
- g. Narrative describing variances greater than 5 percent (+/-), cost savings, and cost related issues

The Contractor shall submit a Monthly Accrual Report (MAR) (See Section F), using MS Excel, that provides USMS with a summary of all contract expenses incurred but not invoiced for the current month and a cumulative amount to date for each year of the TO.

The contractor shall convene a Monthly Status Meeting with the TPOC, COR, and other vital Government stakeholders. The purpose of this meeting will be to present the MSR, MFR, and MAR in order to ensure all stakeholders are informed of the monthly activities and provide opportunities to identify other activities and establish priorities, manage costs, and coordinate resolution of identified problems or opportunities.

The contractor PM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the TPOC and COR within two workdays following the meeting.

#### **C.6.1.4 SUBTASK 1-4 CONVENE CONTRACT ACTIVITY/TECHNICAL STATUS MEETINGS**

The contractor PM shall convene a bi-weekly Contract Activity/Technical Status Meeting with the FEDSIM COR and USMS Project Management Office (PMO) members. The purpose of this meeting is to ensure stakeholders are informed of the project activity, status, and metrics; provided an opportunity to identify other activities and establish priorities; and provided an opportunity to coordinate resolution of identified problems or opportunities.

The Bi-Weekly Contractual Activity / Technical Status meeting shall cover at a minimum the following topics:

- a. Current TO financial status.
- b. Progress toward milestones.
- c. Production status and issues.
- d. Changes in support during the period.
- e. Issues and risks.
- f. Status towards Service Level Agreements (SLAs) and performance metrics.
- g. Action items and key PMO decisions.

The contractor shall provide Contract Activity/Technical Status Meeting Presentation Materials and Related Content to the FEDSIM COR and USMS by noon, one business day in advance of the meeting in order to give the Government sufficient time to review the material and prepare for the meeting. The contractor shall provide minutes associated no later than (NLT) two workdays after the meeting.

#### **C.6.1.5 SUBTASK 1-5 DEVELOP EARNED VALUE MANAGEMENT (EVM) PLAN**

The contractor shall use contractor-developed EVM templates in accordance with the American National Standards Institute (ANSI)-748/A, the contractor's proposal, and the contractor's EVM systems and standards, see (Section H.9 for further information). The contractor shall coordinate with the Government to determine which of the controls in the ANSI Standard are applied to each project in order to ensure an optimal solution.

Note: The Government shall direct if and when EVM is required and tailor the requirements per the DOJ regulations pertaining to a major IT investment.

#### **C.6.1.6 SUBTASK 1-6 QUALITY CONTROL PLAN (QCP) AND CONTINUOUS IMPROVEMENT**

The contractor shall provide a draft QCP as required in the PMP. The final QCP shall incorporate the Government's comments. The contractor shall periodically update the QCP, as required in Section F, as changes in program processes occur. At minimum, the QCP shall be reviewed and updated once a year.

Within the QCP, the contractor shall identify its approach for providing quality control in meeting the requirements of the TO. The contractor's QCP shall describe its quality control methodology for accomplishing TO performance expectations and objectives. The contractor shall fully discuss its validated processes and procedures that provide high quality performance for each Task Area. The QCP shall describe how the processes integrate with the Government's requirements and not just state that they are certified in a particular quality standard approach.

The contractor shall also develop and incorporate a Continuous Improvement Program. This includes, but is not limited to:

- a. Ensuring contractor staff develops highly structured and secure code.
- b. Coordinating efforts with other contractors.
- c. Coordinating requirements and best practices with USMS customers.
- d. Conducting end user and business line customer satisfaction surveys.
- e. Identifying effective and efficient code for re-use.
- f. Leveraging existing code and services in meeting business requirements.
- g. Developing code with minimal defects
- h. Providing recommendations to the USMS for retiring applications without sacrificing business requirements.

#### **C.6.1.7 SUBTASK 1-7 PREPARE TRIP AUTHORIZATION REQUESTS AND TRIP REPORTS**

##### **C.6.1.7.1 Trip Authorization**

The contractor shall submit a Trip Authorization Request for any long-distance reimbursable travel. The contractor shall allow up to 72 hours for the Government and the FEDSIM COR to authorize. The Trip Authorization Request shall include, at a minimum, the name of the employee, location of travel, dates and duration of trip, point of contact (POC) at travel location, purpose of travel, and proposed reimbursable expenses to be incurred on the trip.

Travel authorizations shall be within existing contractual and funding ceilings. All travel must be in accordance with the most current Federal Travel Regulations found at:

[http://www.gsa.gov/portal/content/104790?utm\\_source=OGP&utm\\_medium=print-radio&utm\\_term=federaltravelregulation&utm\\_campaign=shortcuts](http://www.gsa.gov/portal/content/104790?utm_source=OGP&utm_medium=print-radio&utm_term=federaltravelregulation&utm_campaign=shortcuts)

##### **C.6.1.7.2 Trip Report**

The Government will identify the need for a Trip Report when the Trip Authorization Request is submitted.

If requested, the contractor shall provide a Trip Report NLT ten business days after trip completion, containing at a minimum the following:

- a. Dates of travel
- b. Persons traveling
- c. Location of travel
- d. POC at travel location
- e. Purpose of travel
- f. Expenses associated with travel

- g. Supporting documentation
- h. Results
- i. Action items

The Government will identify the need for a Trip Report when the request for travel is submitted. The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, reason, activities planned, activities completed, outcomes, milestone progress, duration of trip, and POC at travel location. The contractor shall provide a Trip Report as requested by the Government.

#### **C.6.1.8 SUBTASK 1-8 SYSTEM DOCUMENTATION**

The contractor shall ensure that proper system documentation is developed and/or updated in accordance with current USMS policies. This includes compliance with USMS's SDLC Guidance Table (see Section J, Attachment QQ, the contractor's Project Management Plan, and the contractor's QCP). This includes, but is not limited to, all design, engineering, configuration, coding, testing, release, and user documentation requirements. For legacy operations and maintenance, primarily JDIS, the contractor shall comply with the current USMS SDLC guidance. The USMS SDLC Guidance includes a table which defines the various artifacts and whether an artifact is required based upon the project class. The contractor shall develop a methodology based on proven practices to deliver in an iterative and incremental basis for Tasks 2 and 3, and the Government will adapt existing DOJ/USMS governance gateways in the traditional SDLC model to proposed proven methodologies.

#### **C.6.1.9 SUBTASK 1-9 CONFIGURATION, BASELINE, AND RELEASE MANAGEMENT**

The contractor shall operate and manage all applicable production applications in a consistent manner across the TO. This includes all required services, with the exception of managing the infrastructure (if an on premise implementation) and security services. Note: The Government will ensure that all networks, connections, and servers are maintained and patched at the Operating System level. The contractor shall actively monitor and manage applications and support the necessary infrastructure activities related to system upgrades, patching, system migrations, consolidations, and updates to software supporting application systems planned by the infrastructure support team(s) (if an on premise implementation), which may occur during non-business hours.

This includes, but is not limited to:

- a. Preparing and updating the Configuration Management Plan.
- b. Providing Configuration Management Reports.
- c. Providing Configuration Status Accounting Reports.
- d. Maintaining, and ensuring adequate archival copies of configuration management tools, systems, and data.
- e. Ensuring compliance with the SDLC artifacts required for each application and placing SDLC artifacts in its appropriate management location.
- f. Ensuring there are clear relationships between source code versions and baselines.
- g. Performing configuration audits; a formal examination of the configuration records and system documentation to verify that a system is accurately documented and approved



changes to the baseline(s) have been incorporated, documented, tested, and are traceable to functional requirements, in accordance with the USMS SDLC Guidelines.

- h. Ensuring that vendor-developed patches to underlying systems, technologies, or tools are identified promptly in accordance with USMS's security requirements.
- i. Tracking Application Uptime (Note: To be considered available, all aspects of an application must be fully available and usable).
- j. Implementing and managing version control, to include code control, recovery, or other procedures to keep to all environments synchronized (development, test, and production).
- k. Ensuring effective baseline management.
- l. Maintaining a current, accurate issue/new requirements tracking solution, including maintaining relationships between issues and versions/baselines/releases.
- m. Coordinating with the USMS IT Help Desk (Tier 1) and/or other USMS support teams (e.g. Infrastructure Management, Security)
- n. Developing migration plans as required.
- o. Developing lessons learned documents as required.
- p. Developing communications plans as required.
- q. Developing and maintaining system inventory as required.
- r. Developing User Acceptance Test (UAT) plans as required.

#### **C.6.1.10 SUBTASK 1-10 UPDATE MANAGEMENT DASHBOARD**

The contractor shall support the USMS Dashboard and provide real-time or near real-time information for each project as needed. This information update shall include:

- a. Project description
- b. Stakeholders
- c. Customer/Business owner
- d. Milestones and dates (planned and actual)
- e. Planned and actual costs
- f. Risks and planned mitigation strategies

The contractor shall develop and maintain a master schedule of development and releases planned across the enterprise supported by this TOR within the PMP. This schedule shall be maintained current and compared with actual results to ensure best available data is developed and captured.

#### **C.6.1.11 SUBTASK 1-11 IMPLEMENT TRANSITION-IN PLAN**

The contractor shall provide transition services as described in the contractor's **Transition-In Plan**, in accordance with Section F. The transition-in period shall not exceed 60 calendar days from the project start date, during which the contractor shall absorb all of the legacy operations and maintenance of JDIS (as part of Task 4). The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after the transition. The contractor shall provide any updates and deliver a final Transition-In Plan to the Government NLT 10 business days after the Project Kick-Off Meeting. The contractor shall also begin the funded design and development activities. The Government will assign a Transition Manager to coordinate activities between the incoming and outgoing contractors.

**C.6.1.12 SUBTASK 1- 12 PROVIDE MEETING AGENDAS AND MINUTES**

The contractor shall prepare and deliver Meeting Agendas for meetings as directed by the Government. At a minimum, the Meeting Agendas shall contain the following:

- a. Date and place
- b. Attendees
- c. Purpose of meeting/review
- d. Brief description of items to discuss

The contractor shall deliver Meeting Agendas (NLT) two business days prior to the meeting or review. If there are supporting material(s) which require the Government's review prior to the meeting/review, the agenda and supporting material(s) shall be delivered to the attendees NLT two business days prior to the meeting/review (unless an alternate time is approved by USMS) in order to give the Government sufficient time to review the materials.

The contractor shall prepare and deliver Meeting Minutes for meetings and reviews that the contractor initiates as well as meetings that the Government requires the contractor's attendance. At a minimum, the Meeting Minutes shall contain the following:

- a. Date and place
- b. Attendees
- c. Purpose of meeting/review
- d. Brief description of items discussed
- e. Results / decisions made
- f. Action items

The Meeting Minutes shall be submitted to the COR, USMS Government PMO, and any other meeting attendees within two business days following each Meeting for which the minutes were documented.

**C.6.1.13 SUBTASK 1-13 DEVELOPS AND DELIVERS TRAINING**

The contractor shall provide training and knowledge transfer services for users of USMS systems, applications, and software. This subtask is applicable to all developed applications and systems as described in Tasks 2, 3, and 4. The contractor shall develop user friendly and intuitive applications so that it minimizes the need for formalized, supplemental training which will reduce time spent training end-users on the operations of each application. Training developed and designed for delivery through an e-learning type systems shall utilize the existing USMS Learning Portal hosted by DOJ. The contractor shall develop, implement, and maintain a USMS-accessible frequently asked question/knowledge database. The contractor shall participate in any mandatory, initial, and ongoing training provided by USMS as required that would provide a learning opportunity about the business and technical environment.

The contractor shall update the training materials as needed throughout the application lifecycle. This includes, but is not limited to:

- a. Impact analysis of new functionality/capability on user with regards to training needs.
- b. Reviewing, developing, and updating documentation.

- c. Developing training materials for users and support staff
- d. Train the trainer events.
- e. Product demonstrations.
- f. End user forums.
- g. Coordinating with the appropriate business portfolio.
- h. Developing and implementing a training plan.
- i. Other communication and background documentation.
- j. Oversee the development and maintenance of the integrated IT solution training environment.
- k. Develop overview training modules to be integrated into other USMS classes (e.g., New Deputies course, Managers and Supervisors course).

**In addition, the contractor shall provide:**

- a. Updated user guides made available to Tier 1 USMS IT Help Desk Support
- b. Training in support of deployment
- c. Documentation and electronic user guides to ultimately train the field

**C.6.1.14 SUBTASK 1-14 PREPARE A QUARTERLY SPEND PLAN**

The Contractor shall submit and maintain a Quarterly Spend Plan (See Section F) that reflects projected spending for the upcoming 12 months. This shall include a detailed breakout by the following:

- 1. Reports and deliverables completed in the past month
- 2. Personnel gains, losses, and status (e.g. Minimum Background Investigation)
- 3. Government actions required.
- 4. Financial summaries, including, but not limited to, procurement tracking reports, monthly accrual report, monthly financial report, and monthly spend plan
- 5. CLIN and Task
- 6. Labor costs by labor category
- 7. Travel spending
- 8. Ancillary products and/or services (e.g., hardware, software, and maintenance/license agreements)

**C.6.2 TASK 2 SYSTEMS APPLICATIONS DEVELOPMENT**

The contractor shall iteratively develop and incrementally enhance the integrated IT solution (see Section C.4) that enables USMS business processes while resolving current USMS challenges (see Section C.3). This effort shall replace JDIS and also incorporates critical functionality and other processes with greater operational business capabilities and absorbing all mission data into an integrated IT solution for enhanced intelligence gathering, reporting, and decision making. The integrated IT solution shall be a system of record for the USMS operational mission data, resulting in the retirement of JDIS and other mission critical systems. The contractor shall create a platform for business process and case management automation that allows for scalability and mobility across the USMS enterprise.

The contractor shall provide service design support to include infrastructure, communication, and material components in order to improve quality of the service and the productive interaction between service and end user. The contractor shall develop service design methodologies that align to the needs of the end user so that the service is intuitive, relevant, and sustainable. Design concepts shall include provisions for continuous technological improvement that will maximize opportunities for product improvement available from emerging technological advances in the commercial marketplace. The scope of service design is not limited to new services. It includes the changes and improvements necessary to increase or maintain value to customers over the lifecycle of services, the continuity of services, achievement of service levels, and conformance to standards and regulations.

If an on premise implementation, the third party Infrastructure team will provision VMs and storage within one business day, as long as capacity is available in the appropriate environment (development, test, training, production, Continuity of Operations (COOP)).

#### **C.6.2.1 SUBTASK 2-1 SYSTEMS DESIGN AND DEVELOPMENT**

The contractor shall design the integrated IT solution, which the Government anticipates being developed iteratively and incrementally. The design shall include an overall solution to replace JDIS functionalities and other functionalities and additional mission-related systems into a comprehensive enterprise solution with specific functionalities based on end-users role. If an on premise implementation, the contractor may leverage the existing USMS development environment if needed. The contractor shall:

- a. Design and develop a system that encompasses the 15 USMS Core Capabilities (Section J, Attachment FF).
- b. Ensure interoperability with internal legacy systems and external interfaces and the future Enterprise Data Solution.
- c. Maintain data integrity between disparate systems throughout development.
- d. Review and assess current USMS architecture, systems, capabilities, and applications to complete and identify an implementation Gap Analysis to the Government.
- e. Create security baselines to support Authority to Operate (ATO).
- f. Recommend and implement the System Design, ensuring all design changes are interoperable with the most current and planned infrastructure.
- g. Deliver the System Design Specification Document.
- h. Identify hardware, software, and, licenses and other ancillary tools or products as needed to develop and enhance the integrated IT solution. If recommendations are approved by the Government, the contractor shall utilize the request to initiate purchase process via the Tools CLIN.
- i. Design and develop with considerations for superior end-user experience.
- j. Design and develop the system that meets Office of Management and Budget (OMB) OMB mandates for multi-factor authentication.
  1. For internal (USDOJ) users, the solution must leverage single sign on (SSO) by a PIV-based two factor authentication using DOJ Federated Active Directory (AD).
  2. For external (non-DOJ) users, the solution must require multifactor authentication to log on.

- k. Design and develop with considerations for training materials, utilizing Sharable Content Object Reference Model (SCORM).
- l. Provide documentation per the SDLC.
- m. Provide intuitive user interface that is role-based.
- n. Ensure any recommended architecture changes are sufficiently sized and robust enough to support the timely execution of workload, and compatible with current architecture.
- o. Review backlog and future Service Change Requests (SCRs) for impacts to the technical architecture, review preliminary and final designs of system changes for compliance with technical architecture principles, and provide training and coaching to O&M staff on tools, techniques, and technologies upon which the technical architecture depends.

#### **C.6.2.2 SUBTASK 2-2 PROVIDE INFORMATION SECURITY MANAGEMENT SERVICES**

The contractor shall develop and design the integrated IT solution to maintain and enhance the security fabric of USMS's environment that monitors and manages security risks in cooperation with USMS IT Security staff assigned to Information Security (IS). This includes documentation of regular updates of the Enterprise IT application security as an overarching plan with an objective of ensuring that all appropriate USMS plans, when examined together, provide the appropriate level of coverage of security appropriate to the overall USMS IT system requirements. The contractor shall provide the following security, Federal Information Security Management Act (FISMA), and Federal Information Systems Controls Audit Manual (FISCAM) services:

- a. Support the development, creation, and revision of any Interconnection Security Agreements and supporting Memorandum of Agreement/Understanding (MOA/U), completed in accordance with National Institute of Standard and Technology (NIST) 800-47, "Security Guide for Connecting Information Technology Systems," for existing and new interconnections. Per NIST 800-47, an interconnection is the direct connection of two or more IT systems for the purpose of sharing data and other information resources through a pipe, such as but not limited to ISDN, T1, T3, DS3, and Virtual Private Network (VPN). Interconnections agreements shall be submitted as appendices to the System Security Plan.
- b. Provide updated status to the designated Government security officer concerning the Plan of Action and Milestones (POA&M) for mitigation and improvements on a quarterly basis.
- c. Conduct security-related tasks using automated methods whenever possible, to minimize security risks, alert USMS to potential issues, and allow for regular scrutiny of operations for any abnormalities in coordination with IS staff, Information System Security Officers (ISSOs) and Information System Security Managers as requested.
- d. Develop the documentation and plans per USMS in the necessary activities and in providing the necessary documentation to meet FISMA and FISCAM security requirements. This requirement includes support for the following activities:
  - 1. Authorization and Accreditation Support
  - 2. Risk Management Register Development, Management, and Maintenance
  - 3. System Remediation Support

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4. System Hardening Support
  5. System Scanning Support
  6. Policy Modification Support
  7. Process/Procedure Development Support
- e. Identify security monitoring improvement opportunities for the integrated IT solution(s)
  - f. Develop the documentation and plans to ensure all systems are protected against external and internal security threats.
  - g. Develop the documentation and plans per DOJ policy to ensure all systems have ATO.

### **C.6.2.3 SUBTASK 2-3 SYSTEMS TESTING**

The contractor shall test all new designs and enhancements for security, interoperability, and functionality. Testing shall incorporate specific locations and user profiles, in a desktop and mobile environment. The contractor shall:

- a. Test the deployment plan as part of upgrading the Test environment in support of all test activities.
- b. Perform end-to-end testing in conjunction with USMS standards and policies.
- c. Ensure that systems and security architecture are interoperable.
- d. Ensure test plan considers various end user roles with varying levels of access speeds (e.g. rural areas with limited mobile connectivity).
- e. Develop test plans for emerging security vulnerabilities.
- f. Test security mitigations in support of security accreditation.
- g. Be able to replay functionality and security testing through use of automated tools, to reduce patch time.
- h. Plan and facilitate User Acceptance Testing (UAT).
- i. Perform Regression testing.
- j. Perform testing on mobile and desktop (i.e., location, user, device, persona, approved platforms).
- k. Perform external and internal interface testing.
- l. Performance testing for both end-users and systems.
- m. Provide remediation of findings from UAT (bug fixes) aligned with the configuration management plan.
- n. Review backlog and future Service Change Requests (SCRs) for impacts to the technical architecture, review preliminary and final designs of system changes for compliance with technical architecture principles, and provide training and coaching to O&M staff on tools, techniques, and technologies upon which the technical architecture depends.
- o. Provide problem resolution support, identify and resolve problems, fix defects in the technical system architecture and configuration, coordinate with system users to determine symptoms and ensure accurate problem definition and resolution.
- p. Provide documentation per the SDLC.

### **C.6.2.4 SUBTASK 2-4 SYSTEMS DEPLOYMENT**

The contractor shall support the deployment of the USMS integrated IT solution(s) requirements. The contractor shall:

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- a. Provide a plan to implement the completed enhancements into the integrated IT solution.
- b. Deploy new designs, solutions, enhancements, new equipment and software into the integrated IT solution.
- c. Perform release management to ensure seamless deployment of new code per the SDLC.
- d. Develop and provide a working code repository to the Government.
- e. Validate and execute deployment plan to the production and COOP/Disaster Recovery environments.
- f. Develop and execute roll-back plan, as required.
- g. Remediate errors in deployment, as necessary.
- h. Coordinate with the Government and Infrastructure teams for deployment to production.
- i. Provide technical consulting services to enhance and maintain existing web services and applications, existing database servers, and software required for operating and maintaining the application environment in the development, test, production, and COOP environments.
- j. Review backlog and future SCRs for impacts to the technical architecture, review preliminary and final designs of system changes for compliance with technical architecture principles, and provide training and coaching to O&M staff on tools, techniques, and technologies upon which the technical architecture depends.
- k. Provide final systems and architecture documentation across the application development, test and production environments including the as-is state as well as changes per the USMS SDLC.
- l. The contractor shall work with the USMS Infrastructure team who will perform hardware deployment activities as designed by the contractor.

### **C.6.2.5 SUBTASK 2-5 – SYSTEMS DEVELOPMENT TRANSITION TO O&M**

The contractor shall ensure a smooth handoff between the Systems Application Development team and the O&M team. The activities and documentation provided should not be duplicative of the documentation prescribed in the SDLC, and should align with the Change Management plan. The transition shall include hardware and software license renewals.

### **C.6.3 TASK 3 DATA ANALYTICS AND REPORTING DEVELOPMENT**

The contractor shall provide data analytics and reporting under this TO that will integrate USMS's business through the interchange of information from various business process areas and related databases. The reporting capabilities must leverage the existing investment of the USMS SAP Business Intelligence suite. The solution shall retrieve and disseminate mission-critical data throughout USMS, providing real-time operational information. The solution shall result in an environment to store, secure, consolidate, standardize, and make available enterprise data for enhanced operational and administrative data analysis, search, reporting, and decision making. The solution shall define a robust, scalable data management and security strategy that will apply end-users functional role based on "need to know" access controls to every data object ingested into the solution.

This solution must provide the highest level of data scalability and analytic flexibility while meeting the performance, availability, reliability, and security requirements of the Federal



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Government and USMS. The solution shall support data management technologies to provide functions such as but not limited to:

- a. Data Archival
- b. Data Cleansing
- c. Data Security
- d. Data Flexibility
- e. Data Validation
- f. Data Accountability
- g. Data Analytics
- h. Data Scalability
- i. Data Quality
- j. Data Integration
- k. Data Solution Architecture
- l. Disaster Recovery and Business Continuity
- m. Enterprise and Ad Hoc Reporting
- n. Extraction, Transformation and Loading (ETL)

The USMS objectives for Task 3 shall include:

- a. Supporting the efficient performance of a wide range of analytics.
- b. Leveraging the existing USMS investment in SAP Business Intelligence suite.
- c. Providing an architecture that will seamlessly scale to the USMS data volume needs.
- d. Providing a solution that incorporates the USMS enterprise data (operational and financial) for standardized and ad-hoc reporting capabilities.
- e. Providing a solution which minimizes risk to the security of the data entrusted to the USMS.
- f. Providing a solution which is able to track the provenance, or source data, for all derived data sets.

If an on premise implementation, the third party Infrastructure team will provision virtual machines (VMs) and storage within one business day, as long as capacity is available in the appropriate environment (development, test, production, COOP).

### **C.6.3.1 SUBTASK 3-1 DESIGN AND DEVELOP DATA ANALYTICS AND REPORTING**

The contractor shall design and develop data analytics at the transactional level which includes:

- a. Design and develop a technology solution(s) that allows scalability and provides the ability to support annual growth of USMS data and users without impacting performance and availability measures. The solution(s) architecture shall support data growth.
- b. Design and develop backup and recovery to work within the USMS environment.
- c. Develop a plan for database growth management and reorganization (capacity planning).
- d. Develop a system design utilizing the current USMS platform (SAP Business Intelligence suite) that will leverage an architecture that will support data growth.

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- e. Review and assess current USMS architecture, systems, capabilities, and applications.
- f. Review, complete and identify an implementation Gap Analysis to the Government.
- g. Create security baselines to support ATO.
- h. Recommend and implement the System Design, ensuring all design changes are interoperable with the most current and planned infrastructure.
- i. Deliver the System Design Specification Document.
- j. Identify materials and or licenses needed to develop and enhance the enterprise data solution. If recommendations are approved by the Government, the contractor shall utilize the request to initiate purchase process via the Tools CLIN.
- k. Design and develop a technology solution(s) that maintains data integrity and security with centralized data access capabilities. The data solution shall ensure that data modifications are audited, results can be traced back to the source system and users only have access to the data they are authorized to view. The solution(s) will support data auditing and validation and also support end-users functional role based and need to know access controls.
- l. Ensure the solution(s) allows data to easily be shared and reported on from other systems / users. The Systems shall have the ability to easily share data and the solution(s) will support common data tables, Application Program Interfaces (APIs) and/or web services that provide the capability to easily share data.
- m. Design and develop a technology solution(s) that provide business intelligence/analysis tool flexibility, allows more access to data and reduces manual report creation needs across USMS. The solution(s) shall provide an architecture allowing the USMS to implement a multitude of business intelligence/analysis tools.
- n. Design and develop a Common Data Layer construct and ensure common data elements and values utilized by USMS applications exist. The Common Data Layer construct shall be defined and made available to all USMS applications.
- o. Define and develop the architectural guidelines for access to the Common Data Layer. The Guidelines shall be developed to govern how applications access the Common Data Layer and the Architectural guidelines for access to the Common Data Layer shall be approved.
- p. Design with capability to integrate with geospatial data to pinpoint data on a geospatial level, to support location and plot on a map, ensuring multiple layers of information (e.g., location of hospitals, power plants, and major highways)
- q. Design with capability to integrate with digitized data from multiple media files (text, video, audio), making all documentation searchable with full-text and Optical Character Recognition (OCR) to eliminate hard-copy searches; which includes but is not limited to video, audio, and text files (.doc, pdf).
- r. Design and develop the system that meets OMB mandates for multi-factor authentication.
  - 1. For internal (USDOJ) users, the solution must leverage SSO by a PIV-based two factor authentication using DOJ Federated AD.
  - 2. For external (non-DOJ) users, the solution must require multifactor authentication to log on.
- s. Design with considerations for training materials, utilizing Sharable Content Object Reference Model (SCORM).
- t. Provide documentation per the SDLC
- u. Provide intuitive user interface that is role-based

- v. Ensure any recommended architecture changes are sufficiently sized and robust enough to support the timely execution of workload, and are compatible with current architecture.
- w. Review backlog and future SCRs for impacts to the technical architecture, review preliminary and final designs of system changes for compliance with technical architecture principles, and provide training and coaching to O&M staff on tools, techniques, and technologies upon which the technical architecture depends.

**C.6.3.2 SUBTASK 3-2 PROVIDE INFORMATION SECURITY MANAGEMENT SERVICES**

The contractor shall develop and design the data analytics and reporting solution to maintain and enhance the security fabric of USMS's infrastructure that monitors and manages security risks in cooperation with USMS IT Security staff assigned to IS. This includes documentation of regular updates of the Enterprise IT Infrastructure Security as an overarching plan with an objective of ensuring that all appropriate USMS plans, when examined together, provide the appropriate level of coverage of security appropriate to the overall USMS IT infrastructure and Government requirements. The contractor shall provide the following security, FISMA, and FISCAM services:

- a. Support the development, creation, and revision of any Interconnection Security Agreements and supporting Memorandum of Agreement/Understanding (MOA/U), completed in accordance with NIST 800-47, "Security Guide for Connecting Information Technology Systems," for existing and new interconnections. Per NIST 800-47, an interconnection is the direct connection of two or more IT systems for the purpose of sharing data and other information resources through a pipe, such as but not limited to ISDN, T1, T3, DS3, and VPN. Interconnections agreements shall be submitted as appendices to the System Security Plan.
- b. Provide updated status to assigned ISSO concerning the POA&M for mitigation and improvements on a quarterly basis.
- c. Conduct security-related tasks using automated methods whenever possible, to minimize security risks, alert USMS to potential issues, and allow for regular scrutiny of operations for any abnormalities in coordination with IS staff, ISSOs and Information System Security Managers as requested.
- d. Developing the documentation and plans per USMS in the necessary activities and in providing the necessary documentation to meet FISMA and FISCAM security requirements. This requirement includes support for the following activities:
  - 1. Authorization and Accreditation Support
  - 2. Risk Management Register Development, Management, and Maintenance
  - 3. System Remediation Support
  - 4. System Hardening Support
  - 5. System Scanning Support
  - 6. Policy Modification Support
  - 7. Process/Procedure Development Support
- e. Identify security monitoring improvement opportunities for the enterprise data solution.
- f. Developing the documentation and plans to ensure all systems are protected against external and internal security threats.

- g. Developing the documentation and plans per DOJ policy to ensure all systems have ATO.

#### **C.6.3.3 SUBTASK 3-3 TEST DATA ANALYTICS AND REPORTING**

The contractor shall perform testing on the Data Analytics and Reporting:

- a. Test the deployment plan as part of upgrading the Test environment in support of all test activities.
- b. Perform end-to-end testing in conjunction with USMS standards and policies.
- c. Ensure that systems and security architecture are interoperable.
- d. Ensure test plan considers various end user roles with varying levels of access speeds (e.g. rural areas with limited mobile connectivity).
- e. Develop test plans for emerging security vulnerabilities.
- f. Test security mitigations in support of security accreditation.
- g. Be able to replay functionality and security testing through use of automated tools, to reduce the time to patch for programs of records.
- h. Plan and facilitate UAT.
- i. Perform Regression testing.
- j. Perform testing on mobile and desktop (i.e., location, user, device, persona, approved platforms).
- k. Perform external and internal interface testing.
- l. Performance testing for both end-users and systems.
- m. Provide remediation of findings from UAT (bug fixes) aligned with the configuration management plan.
- n. Review backlog and future SCRs for impacts to the technical architecture, review preliminary and final designs of system changes for compliance with technical architecture principles in the test phase.
- o. Provide problem resolution support, identify and resolve problems, fix defects in the technical system architecture and configuration, coordinate with system users to determine symptoms and ensure accurate problem definition and resolution in the test phase.
- p. Provide documentation per the SDLC.

#### **C.6.3.4 SUBTASK 3-4 DEPLOYMENT OF DATA ANALYTICS AND REPORTING SOLUTION**

The contractor shall support the deployment of the Data Analytics and Reporting Solution. The contractor shall:

- a. Provide a plan to implement the completed Data Analytics and Reporting Solution.
- b. Deploy new designs, solutions, enhancements, and new equipment / software into the Enterprise Data Solution.
- c. Perform release management to ensure seamless deployment of new code per the SDLC.
- d. Develop and provide a working code repository to the Government.
- e. Validation and execution of deployment plan to both the production and COOP/Disaster Recovery environments.
- f. Ability to execute roll-back plan, as required.

- g. Remediate errors in deployment, as necessary.
- h. Coordinate with the Government and Infrastructure teams for deployment to production.
- i. Review backlog and future SCRs for impacts to the technical architecture, review preliminary and final designs of system changes for compliance with technical architecture principles, and provide training and coaching to O&M staff on tools, techniques, and technologies upon which the technical architecture depends.
- j. Provide technical consulting services to enhance and maintain existing web services and applications, existing database servers, and software required for operating and maintaining the application environment in the development, test, production, and COOP environments.
- k. Provide final systems and architecture documentation across the application development, test and production environments including the as-is state as well as changes per the USMS SDLC.
- l. Conduct database performance analysis, tuning and troubleshooting.

**C.6.3.5 SUBTASK 3-5 ENTERPRISE DATA SOLUTION/DATA WAREHOUSE and ANALYTICS (OPTIONAL)**

The contractor shall implement Enterprise capabilities to build upon the Data Analytics and Reporting Solution. This solution shall support analytical components built upon functions which shall provide the ability to support current and future transactional based applications as well as analytical capabilities such as those provided by a data warehouse/big data, enterprise reporting, analytics, and geospatial and digitization capabilities and provide federated search solution.

The contractor shall:

- a. Implement a data warehouse/big data solution.
- b. Develop/enhance reporting and analytics capabilities to provide across the enterprise.
- c. Develop a federated search of operational information that integrates qualitative and quantitative data from multiple heterogeneous data sources that are internal to USMS and external-facing (state, federal, law-enforcement, judiciary) that support analytical reporting, structured or ad hoc queries, and decision making with one query.
- d. Ensure that the aggregate of data is subject-oriented, non-volatile, integrated, and time-variant.
- e. Copy, process, integrate, annotate, summarize, and restructure data in a semantic data store in advance to eliminate the interface to process data at local sources.
- f. Govern the result of federated search queries and subsequent actions taken with data
- g. Provide information to decision-makers in the form of graphs, text and tables to allow users to view and drill into data for predictive and statistical analysis for performance monitoring and data visualization.
- h. Clean and transform data to maintain quality data.
- i. Expand and enhance geospatial capability for viewing and drilling into layers of data to perform geographical analysis and data visualization.
- j. Expanding the artifact management to support enterprise digitization, facilitating the digitization of hard-copy documents and other disparate media into an electronic format, to store and catalogue electronically to be integrated into the federated search capability.

#### **C.6.3.6 SUBTASK 3-6 TRANSITION TO O&M**

The contractor shall ensure a smooth handoff between the Data Analytics and Reporting Solution Development team and the O&M team. The activities and documentation provided should not be duplicative of the documentation prescribed in the SDLC, and should align with the Change Management plan. The transition shall include hardware and software license renewals.

#### **C.6.4 TASK 4 OPERATIONS AND MAINTENANCE**

For the purpose of this TO, O&M is defined as follows: activities and functions carried out to ensure existing applications perform as intended, as well as newly developed applications that have been transitioned into O&M as prescribed in Tasks 2 and 3.

The contractor shall provide application lifecycle management for supported applications during the TO period of performance. The contractor shall follow all applicable standards and guidelines for software development, systems management and service delivery using the USMS SDLC and Configuration Management Processes (Section J, Attachment TT), as well as industry best-practice guides when appropriate. The contractor shall leverage the existing USMS development environment if applicable to proposed architecture. The Government will provide/host the development environment for the legacy application(s). Upon contractor request, hosting of the development environment for specified applications may be moved, post award with Government approval, to the contractor's or subcontractor's proposed environment.

The contractor shall bring all critical system failures to the attention of the Government immediately.

If an on premise implementation, the third party Infrastructure team will provision VMs and storage within one business day, as long as capacity is available in the appropriate environment (development, test, production, training, COOP).

##### **C.6.4.1 SUBTASK 4-1 O&M SUPPORT**

The contractor shall perform all tasks necessary to sustain and maintain the operational JDIS system, existing legacy applications as well as newly developed applications that have been transitioned into O&M as prescribed in Task 2 and Task 3. This includes, but is not limited to, technical guidance and assistance in the areas of application server, database, system configuration/set up, system performance, COTS toolset(s), trouble shooting, emergency/expedited application fixes to all releases the initial startup and ongoing Tier 2 and Tier 3 services. Tier 2 and Tier 3 service hours should be: M-F from 7AM -7PM and on call after hours support for mission critical issues.

The contractor shall respond to all inquiries received from the current Tier 1 USMS IT Help Desk operator through the current USMS Service Desk ticketing application. The contractor shall resolve all incidents, within its control/immediate control, that impact existing functionality for all applications governed by this TO. For incidents requiring other resolver groups, the contractor shall coordinate with and support that resolver group. The contractor shall provide industry standard metric reports as approved by the Government.

## SECTION C – PERFORMANCE WORK STATEMENT

The contractor shall accomplish the following including, but not limited to:

- a. Meet SLAs.
- b. Test patches to underlying technology.
- c. Implement approved patches.
- d. Ensure Application stability and availability.
- e. Deploy releases.
- f. Troubleshoot and remediate application failures and/or poor performance.
- g. Regress prior releases when issues are identified with new releases.
- h. Maintain inventory of software and hardware licenses.
- i. Perform Software upgrades.
- j. Coordinate with the USMS Infrastructure team on performing hardware and operating system deployment activities.
- k. Maintain interoperability with internal legacy systems and external interfaces and the future Enterprise Data Solution.
- l. Maintain data integrity between disparate systems throughout development.
- m. Provide industry standard metric reports as approved by the Government.
- n. Conduct database performance analysis, tuning and troubleshooting.
- o. Train USMS IT Help Desk relating to Tier 1 support along with providing documentation and Frequently Asked Questions (FAQs).
- p. Analyze tickets generated through the USMS IT Help Desk tool to identify new functionality identified by end users for potential application enhancements.
- q. Provide operational monitoring, trouble shooting, and maintenance of system(s).
- r. Provide off-hour, on-call support for issues relating to the systems (e.g., system crashes, loss of system communication with external sources)
- s. Support security and audit activities.
- t. Provide notification of security breaches and implement corrective actions to rectify risks and secure resources and information and perform ongoing security diligence and recommendations to improve security monitoring to appropriate Government officials and offices.
- u. Apply patches to the system(s) and all supporting software tools on all domains/environments (e.g., OS patches, security patches, Software Support Tools upgrades, Database Management System (DBMS) patches and any other critical patches identified by the Justice Management Division (JMD) and USMS IT security division)
- v. Support Contingency event exercises; fail over test mandated by the department and ITD security.
- w. Maintain Document Repository.

### **C.6.4.2 SUBTASK 4-2 MINOR SOFTWARE ENHANCEMENT RELEASES**

Upon Government approval, the contractor shall implement enhancements to legacy applications, databases, interfaces, integrated IT solution and enterprise data solution



applications. Contractor activities shall follow USMS Configuration Management and USMS SDLC guidelines or other Government-approved approach.

- a. Provide staged deliverables so users can have benefit of the fixed/improved features.
- b. Ensure as new functionality is iteratively developed into the integrated IT solution that the legacy application, database and associated interfaces are updated to allow the specific functionality to be turned off.

#### **C.6.4.3 SUBTASK 4-3 PROBLEM MANAGEMENT AND DEFECT RESOLUTION**

The contractor shall perform problem management and implement software and system solutions (i.e., fixes) as identified by the Government. As appropriate, the contractor shall coordinate any interactions with entities interfacing with the supported systems. Contractor maintenance activities shall follow USMS Configuration Management guidelines or other Government-approved approach.

Some software related incidents opened by the technical support staff may be converted to Problem Reports (PR) and, subsequently, Change Requests (CR). The Government categorizes the PRs and CRs as high, medium, or low depending on impact to the system. Under this Task, the contractor shall be responsible for identifying, triaging, developing, and deploying bug fixes and Government-agreed-upon, minor enhancements to the supported systems.

#### **C.6.4.4 SUBTASK 4-4 APPLICATION DECOMMISSIONING**

The contractor shall, when approved by the Government, prepare for and execute the decommissioning of applications. Upon approval, the contractor shall:

- a. Prepare an application decommission plan that adheres to USMS policies. This plan will identify any integrations, extensions, or usage from/to all other USMS applications.
- b. Execute the application decommission plan.
- c. Prepare required user communications to prepare them for the changes resulting from the decommissioning of the application.
- d. Transfer data to new application
- e. Provide support for archiving data kept on the application and verify accessibility
- f. Ensure all needed user functionality is provided through other applications when required.
- g. Create archival copies of all source code, baselines, releases, documentation, and all other artifacts required to re-deploy the decommissioned application.
- h. Execute the decommissioning of the application.

#### **C.6.4.5 SUBTASK 4-5 FUNCTIONAL SUPPORT DESK**

The contractor shall provide a support desk that shall resolve user functional needs. This support desk shall have an overall goal of improving users understanding of new and improved business processes and capabilities to reach maximum efficiency.

The contractor shall:

- a. Provide operational guidance aligned with USMS business processes based on developed applications.

- b. Provide support for help desk tickets that are of a functional nature. Functional tickets are considered to be related to mission and business issues, and may drive change in the IT solution that will improve the end user experience.
- c. Provide on-going subject matter consultation in support of USMS business processes
- d. Work with various USMS, Federal, State and local partners to improve efficiencies and facilitate coordination between parties.
- e. Shall provide functional expertise for the development and maintenance of future automated workflows.

### **C.6.5 TASK 5 TRANSITION-OUT**

The contractor shall create and implement a transition-out plan to ensure there will be minimum service disruption to vital Government business and no service degradation during and after transition.

#### **C.6.5.1 SUBTASK 1 PREPARES AND IMPLEMENTS TRANSITION-OUT PLAN**

The contractor shall prepare and deliver to the Government a **Transition-Out Plan** that facilitates the accomplishment of a low risk transition from the incumbent to an incoming contractor at the expiration of the TO. The contractor shall provide a DRAFT Transition-Out Plan 60 calendar days prior to the transition out period. The transition-out period is anticipated to be 90 calendar days prior to expiration of the TO. The contractor shall identify how it will coordinate with the incoming contractor and Government personnel to transfer knowledge and accomplish at a minimum, the following in accordance with a 90 calendar day transition-out period.

- a. Project, Technical and Operational processes.
- b. Government resources needed as well as Contractor POCs.
- c. Location and listing of all current technical, operational, and project management documentation.
- d. Status of ongoing technical and operational initiatives.
- e. Appropriate contractor to contractor coordination to ensure a seamless transition.
- f. Transition of Key and Non-Key Personnel responsibilities, to include the identification of schedules and milestones.
- g. Identify actions required of the Government.
- h. Establish and maintain effective communication with the incoming contractor/Government personnel for the period of the 90 day transition via weekly status meetings.
- i. Identification and transfer of Government owned Hardware (HW)/Software (SW) currently being utilized.
- j. Contractor's commitment and plan to quickly and efficiently transfer institutional to include how it proposes to, and the schedule for, ramp down both Key and Non-Key personnel throughout the 90 calendar day transition-out period.
- k. Identification of Transition Risks and associated mitigation strategies to ensure integrated IT solution(s) and enterprise data solution COOP.
- l. Transfer of Data Rights and Source Code developed under this TO and documentation
- m. Transfer of all data, documentation, and processes.
- n. Transfer of all maintenance and license agreements and ensure they are in compliance with the terms of Section H.25 of the TO.

## SECTION C – PERFORMANCE WORK STATEMENT

The contractor shall communicate with the incoming contractor/Government personnel for the period of the transition via weekly status meetings.